

OPEN SOCIETY INSTITUTE

CALL FOR PROPOSALS

Call for National Partners of the OSI Project Generation Facility

Program Name: “Making the Most of EU Funds for Roma”

Countries: Serbia and Macedonia

Introduction

Instrument for Pre-Accession Assistance (IPA) Funds and other EU financial resources (hereafter, collectively “EU Funds”) are an extremely important source of funding national governments can use toward the inclusion of Roma in societies of South Eastern Europe (SEE). The Open Society Institute aims to maintain its flagship role in connecting the objectives of the Decade of Roma Inclusion to the machinery of various EU Funds.

To these ends, the OSI initiative, “Making the Most of EU Funds for Roma,” addresses existing obstacles by complementing EU and national facilities and instruments available in several Decade countries. This initiative contains multiple interventions. With this call, OSI extends the implementation of the first of these: the Project Generation Facility (PGF) to South Eastern Europe.

Through PGF, OSI will enable partner organizations (hereafter “National Partners”), selected through this tender, in their work to assist potential beneficiaries of projects for the Roma communities. This assistance includes: generating project ideas; support to drafting projects; and support in submission of funding proposals.

The initiative holds that the most effective way of assisting Roma and those working to reverse the exclusion of Roma communities reach EU Funds is by leveling the field. Leveling the field involves supporting quality project design, project promotion, and expertise for these actors to be competitive with other potential beneficiaries of EU Funds. The PGF is designed and shall be managed in a way that ensures that assistance is consistent with OSI values and strategy for Roma Inclusion, which are:

- **Participation and Roma human resources’ development:** Adopting a participatory approach, by involving Roma communities in project design and implementation and Roma employees throughout project phases;
- **Integration:** Integrating Roma and non-Roma in generally, as well as in specific areas of public service delivery (housing, education, health care) and employment;
- **Anti-discrimination:** Taking care to avoid all forms of unjustified discrimination and requirements, conditions, or criteria, which might lead to the exclusion or arbitrary treatment of Roma and other vulnerable groups. At the same time, OSI reiterates its strong support for affirmative actions meant to reduce the existing socio-economic gap among Roma and the majority populations;
- **Desegregation:** Working toward eliminating the isolation between Roma and non-Roma, by facilitating access to major social, political and economic institutions such

as local governance, employment, housing, education and health for Roma communities;

- **Capacity Development:** Supporting the ability of Roma and non Roma to identify problems of Roma Inclusion and articulate solutions in an EU-financed development framework; and
- **Sustainability:** Encouraging affordable and achievable solutions, which do not require constant subsidies and which could win the support of majority populations.

Eligibility and Terminology

Proposals can be submitted by individual organizations or consortia of organizations. Only a non-governmental organization (NGO) is eligible to submit an individual proposal or be a leader of a consortium of applying organizations. In addition to NGOs, public bodies may participate in a consortium if their added value can be demonstrated. Proposals from individual organizations other than NGOs or from private individuals shall not be considered.

Applicants selected to become National Partners will implement the **PGF**. For the purposes of PGF terminology, the term “National Partner” shall be applied to successful PGF applicants, be they individual organizations and consortia of organizations. In the case of consortia, the lead applying NGO shall be referred to as “Lead Organization,” while other consortia members shall be referred to as “Implementing Organizations.” Organizations applying for EU Funds with the assistance of PGF shall be referred to as “Beneficiaries.”

An ideal National Partner of PGF is an NGO (or a consortium led by an NGO) with long-standing experience in Roma Inclusion issues and EU funded projects. Additional information on the attributes of the ideal candidate is described in the evaluation criteria.

Summary of PGF Operation

The PGF is being extended to two new target countries with this call: **Serbia and Macedonia**. In each of these countries, National Partners will implement the PGF. National Partners will work with potential Beneficiaries to design project ideas (the term “Project” throughout this document should be understood to mean the activity supported by EU Funds). National partners will then select project ideas and, with Beneficiaries, work to turn the ideas into actual project applications for EU Funds. Actual project design services will be provided by an organization, hereafter referred to as “Service Provider”; this role may be filled by either the Lead Organization, one of the Implementing Organizations, or external consultants engaged by the National Partner.

Assistance for project development will be based on the Terms of Reference prepared by National Partners in cooperation with PGF Beneficiaries.

The operation process of the PGF is summarized in the following steps:

1. Capacity building for PGF teams
2. Communication and promotion of the PGF towards national governments, EU Delegations and potential Beneficiaries
3. Generation of specific project ideas by National Partners and Beneficiaries
4. Supporting Beneficiaries of PGF with project development, up to and including the creation of the final form of the project application for EU Funds.

5. Monitoring the process of project development assistance (quality control of project generation services)
6. Monitoring and assistance concerning implementation of awarded projects
7. Share/multiply the PGF knowledge/capacities in the neighbouring countries

Available Budget

OSI envisions the total allocation of EUR 300.000 for the 2 target countries for the period of 24 months. The anticipated budget allocation per country is:

- a) **EUR 180.000 for Serbia, and**
- b) **EUR 120.000 for Macedonia.**

All figures are indicative. Furthermore, OSI reserves the right not to award grants for the entire budget amount for a given country or for the intervention as a whole.

Timetable

The deadline of the Call for submitting proposals is 12 PM Tuesday, July 27, 2010 (Budapest local time, GMT+1, Daylight Saving Time in effect). OSI expects to notify applicants of the result of evaluation by August 23, 2010 and for the work to commence in individual countries in mid-September 2010. In case of tight competition OSI may invite shortlisted applicants to a personal interview.

Guidance for Preparing Proposals

For more details on the content of the Call, see the Terms of Reference. Applicants are expected to present their own approach to the issue, demonstrate their knowledge of the subject and the creative ways in which they might approach it, however within the limits set by this Call.

The Call documentation contains the following three sections:

Section 1: Applicant Instructions

Section 2: Terms of Reference

Section 3: Application Forms

Point of Contact

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SECTION 1: INSTRUCTIONS TO APPLICANTS

1A: Call Phases

The preparation phase of the Call closes on July 19, 2010.

The submission phase of the Call is July 20-27, 2010.

The OSI email address for questions and proposal submissions is: pgfapplications@osi.hu

1A/1: Preparation phase (question and answers period)

Applicants may request a clarification of any of the Call documents or any call-related matters until July 19, 2010. Inquiries received after this date shall not receive a response. Any requests for clarification must be sent electronically in writing to the OSI contact address as indicated above.

Questions that OSI deems pertinent will be published together with the answer on the webpage: http://lgi.osi.hu/documents.php?m_id=188. Questions will be collected until July 19, 2010. The source of the inquiry will not be identified. Answers shall apply to all applicants with the same general characteristics (as indicated in the response). Therefore, the webpage should be visited on a regular basis and its contents should be taken into consideration during the preparation of proposals. OSI will only answer questions that require clarification in order for the applicants to successfully respond to the Call, as determined at the sole discretion of OSI.

Furthermore, until July 19, 2010, OSI may unilaterally amend the Call at any time. Addenda shall be published on the OSI website at: http://lgi.osi.hu/documents.php?m_id=188. Addenda will be binding on all applicants. This should be taken into consideration when preparing proposals.

1A/2: Submission phase

In order to allow all potential applicants to familiarize themselves with the queries, responses, and addenda, if any, applications shall be accepted only after July 20, 2010 and no later than the deadline of 12 PM Tuesday, July 27, 2010, Budapest local time (GMT+1, Daylight Saving Time in effect). Applications submitted either before or after this time period shall not be considered. Applications must be submitted electronically in one of the following formats (.rtf, .doc, .pdf) to the email address indicated above.

Applicants who submit a proposal during the submission period will receive **an automatic reply confirming the reception of their electronic message**. This automatic email will not serve as a confirmation of eligibility or quality of the application.

1B: General Submission Rules

Applications should be submitted electronically via e-mail, but applicants should stand ready to submit any and all documents in hardcopies via mail if instructed to do so.

Only complete application packages, which include all required documentation, will be eligible for consideration. OSI will not notify applicants submitting incomplete packages to complete their application. An application is considered final upon submission and may not be altered or augmented afterwards. However, if clarifications are needed, then the applicant may be contacted for this purpose.

Each Applicant may only submit one proposal. If an organization submits or participates in more than one proposal, both proposals shall be disqualified.

Only legal persons or their consortia are eligible to apply. Only NGOs are eligible to apply as individual applicants or as leaders of the consortia.

In the case of consortia, only the Lead Organization will be in a legal relationship with OSI, shall receive all funding from OSI, and will be solely responsible for the performance of all activities undertaken in the submitted proposal by the entire consortium.

An applying consortium may submit only one (single) application, submitted by the Lead Organization, containing all relevant information on the partnership and its members as required by this Call. Consortium members applying separately, or consortium applications not submitted by the Lead Organization, will not be considered.

Applicants shall bear all costs associated with the preparation and submission of their proposals and negotiation of award. OSI is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to award, without thereby incurring any liability to the Applicants.

The language of the Proposal as well as all related correspondence exchanged by Applicants and OSI shall be English. All documents submitted as part of the application in languages other than English must be accompanied by their English translation.

All proposals must use EUR as a currency when describing monetary figures and otherwise.

From the end of the submission phase (July 27, 2010) to the time the decision is published regarding awarding grant contracts to National Partners, no contact from Applicants is desired and attempts by Applicants to contact OSI might not merit a response. Any effort to unduly influence OSI in the selection of National Partners may result in the elimination of the Applicant's proposal without evaluation.

1C: Grant Contracts, Post-award Phase

In each country, one or more Applicants will be selected to become PGF National Partners for a tentative term of two (2) years. Based on the respective proposals, OSI will negotiate a grant agreement with the National Partners for an initial period of twelve (12) months. This contract may be extended for a second year, based on performance during the first year. OSI shall be under no obligation to extend the contract if the performance during the first year does not meet expectations as determined by OSI.

As the quality of the assistance provided by the PGF National Partners to the beneficiaries is of the utmost importance, OSI shall closely monitor their work. Any costs related to substandard or unsatisfactory performance shall be classified as unallowable, and chronic failure to achieve the goals set forth in its proposal by a National Partner attributable to itself shall result in ramifications up to and including the unilateral termination of the grant contract between itself and OSI.

In addition, it is expected that Lead Organizations will similarly monitor the performance of and provide relevant feedback to their Implementing Organizations.

Having selected the Applicant on the basis of, among other things, an evaluation of proposed Professional staff, OSI considers these National Partner staff members key personnel, and expects that the implementation of PGF activities will be performed by these persons. The grant contracts to be concluded between OSI and the National Partners shall stipulate that these key persons may only be replaced with the prior written consent of OSI.

Proposals must remain valid three (3) months after the end of the submissions phase, i.e. until October 27, 2010. Consequently, applicants must be ready to undertake the obligations described in their applications without alterations during this period.

Contract negotiations will begin with the selected National Partners after the end of the selection process. OSI expects National Partners to be ready to start implementing the program immediately upon signing the grant contract.

National Partners are expected to cooperate with the OSI designated Quality Control beyond the contract term.

1D: Budget Planning

Budget ceiling planning figures for the **two-year period** per country:

Country	Proposed budget ceiling for the Call (EUR)
Serbia	180 000
Macedonia	120 000
Total	300 000

These figures indicate the expected maximum amount to be awarded in each country. Applicants should take these ceilings into account when constructing their budgets. If a proposal covers only certain regions or sectors, then this shall proportionally affect the available funds, which should also be taken account.

OSI may, at its sole discretion, allocate higher amounts than the proposed ceiling in a given country, if an Applicant can justify higher expenditures, particularly with regard to binding targets they have set for themselves.

1E: Evaluation Criteria

Criteria and the point system for the evaluation of Proposals are:

- a. Institutional capacity and history: 30 %
- b. Individual capacity and history: 10 %
- c. Methodology: 40%
- d. Financial and quantitative criteria: 20%

For each criterion, the questions provided in the following charts will guide the assignment of points.

Evaluation Criteria

a. Organizational / Institutional capacity and history		30	
<i>Category</i>	<i>Criteria</i>	Max	Eval
a.1 Engagement in Roma Inclusion			
	Overall knowledge of the political and administrative context in the country of application with special focus on issues and priorities of Roma Inclusion	3	
	Experience of co-operating with OSI and national Soros foundations	2	
a.2 Experience			
	Design and implementation of projects funded by EU Funds	5	
	Management experience of complex projects/consortia	4	
a.3 Professional Network			
	Engagement in planning, design and implementation of Operational Programs (leadership role)	2	
	Understanding of and possessing intelligence on funding opportunities with potential relevance for Roma Inclusion	2	
a.4 Values and Intercultural Competences			
	Intercultural experience in work environment (ability to channel needs of Roma communities to non-Roma and EU counterparts)	2	
	Representation of equal opportunity target groups at all levels of staff and clear plans to increase the involvement of Roma in the activities of the organisation	4	
a.5 Organizational Stability			
	Financial stability	3	
	Administrative capacity	3	
Total (min. 50% in each category, a.1-a.5)*		30	

b. Management capacity of the applicant, based on the CVs of key personnel submitted		10	
<i>Criteria</i>		Max.	Eval
b.1 Experience working on Roma issues			
		2	
b.2 Experience working with issues related to EU Funds			
		2	
b.3 Experience with key areas of Roma Inclusion employment, housing, public health, education, municipal infrastructure, Small and Medium Enterprise (SME) and local economic development issues			
		2	
b.4 Management of complex projects/consortia			
		2	
b.5 English Language capacity of key personnel (for communication and networking purposes)			
		1	
b.6 Experience working in multiethnic working teams (Roma staff members or willingness to hire Roma staff)			
		1	

Total (min. 8 points)*		10	
c. Methodology		40	
<i>Category</i>	<i>Criteria</i>	Max.	Eval
c.1 Needs Assessment			
	Proposed areas (geographical/sectoral) where applicant intends to act as a National Partner	2	
	Proposed priorities for action within these areas	2	
	Applicant's strategy vis-à-vis government initiatives to generate projects/Roma projects (complementarities)	2	
	Proposed method to develop call "intelligence" to identify funding opportunities relevant to Roma Inclusion targets of the beneficiaries under EU funding	2	
c.2 Methodology			
	Proposed methods to reach potential beneficiaries	3	
	Proposed methodology to identify and select project ideas including the number and size of supported projects	3	
	Method and conditions of providing management support to the projects in the implementation phase, if any	3	
c.3 Consortium			
	Project design strategy – division of labor within the National Partner, and outsourcing, if any.	3	
	Service Provider selection method and criteria, and setting their fee structure ¹	3	
c.4 Targeting			
	Binding targets set in terms of number and size of approved projects	5	
	Binding targets the applicant sets for itself to develop Roma professional capacity within the consortium	5	
c.5 Quality Control and Risk Management			
	Risk management of project approval failure (proposed internal mechanisms/contracts to be utilized to reduce the risk)	2	
	Quality Control and Monitoring of the performance of Service Providers	2	
c.6. Institutional and financial sustainability of the services provided by National Partners		3	
Total (min. 50% each category, c.1-c.6)*		40	

d. Financial and quantitative criteria		20	
<i>Criteria</i>		Max.	Eval
d.1	Relevance of budget allocation to methodology	10	
d.2	Relevance of division of budget among Service Providers	7	
d.3	Ratio between direct costs and the overhead (indirect costs)	3	
Total (min. 50% in each category)*		20	

* Note: The indicated minimums in each category mean that, if an applicant receives less than the required points/percentages in any given category, then the applicant may not be eligible for an award, regardless of the total score.

¹ NB As specific Service Providers are not expected to be selected prior to submitting the application, their proposed list does not need to be submitted, and even if submitted, will not be part of the basis of evaluation.

SECTION 2: TERMS OF REFERENCE

2A: Background to the “Making the most of EU Funds for Roma” Initiative

EU Funds are an extremely important source of funding available for national governments to assist the inclusion of the Roma in societies of Central Eastern Europe (CEE) and South East Europe (SEE). This initiative is predicated on the assumption that OSI should take a flagship role in connecting the objectives of the Decade of Roma Inclusion to the machinery of various EU Funds. Governments should make the EU Funds “flow” to local governments, civil society and private sector actors, who have the capacities to contribute to the social inclusion of Roma.

National governments, particularly of “old-new” member states, have already established special task forces, advising teams, etc., to bring EU Funds closer to Roma communities. Programs within the Soros Foundations Network serving the Decade and affiliated organizations, such as the Roma Education Found (REF), have already tested means to overcome difficulties of pre-financing, the limited technical skills of potential applicants, and reliance on mistaken concepts of development.

This new initiative of OSI is a concentrated effort of the Soros Foundations Network to address the following main obstacles to using EU Funds:

1. Extensive political “strings” and technical, and financial requirements, which make the Roma communities’ access to EU Funds difficult;
2. Inadequate involvement of Roma in the design, selection and implementation of EU funded projects;
3. Insufficient organizational and financial capacity of Roma NGOs, which creates serious obstacles to EU generated social and economic development;
4. Limited capacities of local governments (in planning, proposal writing, managing, etc.) to use effectively IPA and other EU Funds in various local communities in Decade countries;
5. Reluctance of capable local governments to ally with the Roma communities in initiating common actions due to prejudices, segregations, electoral (majority) preferences, and few historical examples of interethnic power-sharing and inclusive governance/policy making; and
6. Significant financial barriers in implementation phases, such as managing pre-financing, financing non-eligible costs, etc.

The Initiative, called “**Making the Most of EU Funds for Roma**” (**Initiative**), addresses these obstacles by complementing EU and national facilities and instruments available in various Decade countries. As one of the most important supporters of Roma civil society and the Roma rights movement over the past twenty years, the Soros Foundations Network will develop further the philosophy, language, and instruments of *social inclusion-driven development*. The Initiative will be exemplary in promoting Roma input and involvement in different phases of project development and implementation. It will also foster actions in which contributions from community, NGO, or other civil society based expertise is *valued* and *compensated* comparably with technical expertise by international, governmental, and business circles. It is envisioned to promote and scale-up pilot initiatives of measurable impact toward Roma Inclusion by making the lessons of “successful” and “failed” projects sponsored by OSI, EU, UNDP, and other organizations widely known.

Through several interlinked interventions, developed by OSI, the Initiative will address Roma Inclusion as a social goal on its own, and also as part of broader areas such as good governance, human rights, and social justice that are conducive to wider societal development.

The Initiative not only aims to strengthen Roma Inclusion as a high priority on regional and European political agendas, but also promotes Roma expertise and involvement in different phases of project

development and implementation. The Initiative also seeks to build skills of Roma human resources in all aspects related to structural funds project management and implementation. Interventions will work across all sectors, supporting coalitions of civic and governmental actors and financial institutions and assisting them reach a common understanding of social inclusion and concrete, mutually beneficial modes of cooperation.

Capacity building:

- Technical assistance and mentoring: project development fund to strengthen stakeholders work toward Roma integration; mentoring for Roma representatives involved in programming and monitoring EU Funds; and
- Pre-financing and non-eligible cost funding to increase the impact of EU funded projects and to support access to or the flow of EU funding towards communities, by offering NGOs and smaller/poorer municipalities involved in Roma projects monetary assistance; and influencing EU policies in new- or pre-accession countries of South Eastern Europe.

Advocacy:

- Advocating for Roma Inclusion as a political priority in conceiving projects funded by EU;
- Monitoring the implementation of EU funded programs in all EU member and accession countries of the Decade of Roma Inclusion; and
- Through these interventions, the Initiative will promote the idea that European policy making should help to implement national Roma Inclusion policies by combining political and financial incentives on the national and sub-national policy levels.

2B: The Project Generation Facility: Introduction

The SEE region in the pre-accession period needs to transform and build adequate absorption capacities for managing EU funds including minority and vulnerable groups. Therefore, OSI holds that the most effective way of assisting Roma and that working to reverse the exclusion of Roma communities reaches EU Funds is by leveling the field. Leveling the field involves supporting quality project design, project promotion and expertise. The PGF is designed and shall be managed in a way that ensures that assistance is consistent with OSI values and strategy for Roma Inclusion.

The primary role of the PGF is to help those potential beneficiaries of the EU Funds who have insufficient human and financial resources as well as Roma integration expertise in order to design and develop projects for Roma inclusion, especially larger scale projects. Examples of such beneficiaries are:

- First-time applicants
- Smaller or disadvantaged municipalities and NGOs
- Small and Medium Enterprises (SMEs) applying for EU Funds on a one-time or an irregular basis

The PGF might also perform start-up work with those beneficiaries who are expected to generate their own projects, by assisting their capacity development by “learning through doing”.

The distinctive feature of this PGF is that it is a facility aimed to increase the likelihood that projects benefiting Roma are not only approved, but also contribute to Roma Inclusion and capacity development in Roma communities. Therefore, the establishment of the PGF is an attempt by OSI to promote its values and approach to the issue of Roma Inclusion through EU funding.

OSI will provide overall oversight and coordination for the operation of the PGF, and besides financial support, may also disseminate information pertaining to its activities.

2C: Actors in the PGF

There are three types of actors to be involved in the Project Generation Facility:

- PGF National Partners
- Potential beneficiaries
- Service Providers (Local partners)

This call is for organizations/consortia to serve as the National Partners of PGF. However, to make it easier to understand the expectations of their role, information on all three types of actors is presented here.

2C/1: National Partner of Project Generation Facility

National Partner is an organization (or a consortium) that, in a given country and a given sector, is expected to:

- Design and deliver trainings to PGF teams
- design and lead communication activities increasing the awareness on the availability of the PGF among potential Beneficiaries to increase the number of clients of the PGF;
- design and lead activities for communication with central government agencies involved in programming and managing EU Funds in order to make them aware of this new PGF (This way, if Beneficiaries wish to use the fact that they are being helped by the PGF as an argument to prove their capacity to deliver the project, then the government agencies assessing their project proposals will be aware already of the existence of the mechanism; furthermore, government agencies may take the existence of the PGF into account while programming.);
- help potential Beneficiaries with translating its idea into a brief written document;
- assess whether the draft project idea is consistent with OSI values and strategy;
- decide whether further support in preparing the project application is warranted;
- develop a TOR and budget for project design assistance;
- sign a contract with the Beneficiary based on the ToR and budget;
- oversee and control the quality of the work of the Service Providers in the process of preparation of the project application to ensure that the process is consistent with OSI values and strategy;
- finance preparation of the project application by the Beneficiary and the Service Provider;
- monitor the implementation of the project, if it is approved; and
- be an advocate for the interests of the projects at the national and international level and provide OSI with information, which would serve as the basis for its own promotion activities.
- Design visibility plan for PGF team at national level

- Develop PGF integration plan within its own organizational structure or within local partner organization.

Note: There can be one or more National Partners in each country, though there is a preference for a single institution/consortium to cover one country if the quality of proposals is otherwise comparable. Each National Partner would be allocated its area of work and budget for the purposes of financing the activities of itself and the Service Providers.

2C/2: Beneficiaries

The Beneficiary is an organization that would like to apply for EU Funds for a project and has a specific idea on the content of the potential project. Potential Beneficiaries for the PGF may be:

- Municipalities, their consortia or associations
- NGOs, their consortia or associations
- Businesses, their consortia or associations.

The PGF will serve the different needs of:

- organizations, with profound knowledge of the needs of local Roma communities that need further intelligence on EU Funds and related opportunities;
- organizations, with solid knowledge of EU Funds and related opportunities but lacking knowledge on Roma Inclusion and the needs of Roma communities;
- municipalities/regional associations of municipalities, which already have a clear and explicit Roma policy strategy; and
- partnerships between Roma and non-Roma stakeholders, which lack clear development goals.

2C/3: Service Providers (Local partners)

National partners are encouraged to propose Service Providers as their local partners depending on the project methodology and country context needs. Decisions and justifications should be included as an attachment to the agreement between the beneficiary and the National Partner.

The Service Provider is remunerated for its assistance based on a contract with the National Partner. Applicants wishing to become National Partners of PGF would be expected to propose their own fee structure for Service Providers as a part of their proposal (fixed fee – success fee ratio, incentives to encourage the generation of smaller projects, cost sharing with Beneficiary).

Part of the project development support will involve the stabilization of partnerships between Roma and non-Roma. National Partners of PGF will rely on OSI experience in promoting Roma participation and building sustainable institutions and partnerships.

2D: Eligibility of Potential Beneficiaries

This section concerns organizations applying for EU Fund projects, as potential Beneficiaries of the PGF services.

To be able to determine eligibility for the PGF support, the program rules need to determine at least the following:

- What constitutes a project with sufficient benefit to the Roma communities to warrant essential eligibility?
- What are the OSI values and strategy that the project idea and its transformation into project application need to respect?

- What other limits will be placed on the project eligibility?
- What limits will be placed on eligibility of the potential Beneficiaries?

2D/1: What constitutes a project with sufficient benefit to the Roma communities to warrant essential eligibility?

Applicants should consider the following factors when designing program rules for potential Beneficiaries of PGF support:

- Self-identification of the project and its Beneficiaries as a project benefiting the Roma communities;
- Roma communities must be partners in project development and implementation, and also to be major target groups included in the project – in *relative* terms (as a proportion of the overall target group), or in *absolute* terms (the number of Roma among the target groups); and
- Spatial coverage for local projects (whether the project is being implemented in municipalities/regions with Roma communities).
- Support to the implementation of the National Strategy for Roma and Decade of Roma Inclusion 2005-2015, including direct references to the national and/or local action plans and strategies.

Additionally, it should be noted that the projects should be evaluated on their overall quality. Thus, this list should not be seen as definitive, but rather suggestive of additional criteria above and beyond the general criteria for a “good” project.

2D/2: What are the OSI values and strategy that the project idea and its transformation into project application need to respect?

The relevant OSI values are set forth in the introduction of this Call. How these five values will be operationalized should differ not only from a country to country, but also from sector to sector. Therefore, a specific proposal on how to operationalize these values would be a crucial component in applications by potential National Partners.

2D/3: What other limits will be placed on the project eligibility?

a. Project Size:

There should be a minimum limit on project size on efficiency grounds, e.g. EUR 50 000. Applicants should describe handling the minimum limit, as well as planned exceptions, if any, in their application in detail.

b. Call Phase:

Projects supported by PGF should not be limited to open calls for proposals for EU Funds. To the contrary, the PGF should support early work on the project application for calls not yet open. However, for this to work efficiently, National Partners will need to develop “call intelligence,” i.e., knowledge of what calls are likely to be open and when. In this way, they can evaluate whether the early work is targeted realistically in terms of future windows of opportunity. Again, a proposal on how the issue of “intelligence” would be approached should be one of the elements of an application for a potential PGF.

2D/4: What limits will be placed on eligibility of the potential beneficiaries?

There should be a limit by size of potential Beneficiary. The PGF should focus on smaller entities (municipalities, NGOs, SMEs and their associations). Applicants should propose setting size limits of the different types of Beneficiaries, as well as planned exceptions, if any.

2E: PGF and the Capacity-building of Roma Individuals and NGOs to Act as Intermediaries

The PGF is a tool to further the agenda of the Decade of Roma Inclusion. The key objective in selecting National Partners of the intervention is the potential to generate the best possible projects assisting Roma Inclusion.

It is important for projects to be devised to benefit Roma communities and with the direct and forceful participation of Roma communities. That said, in many cases, it might be difficult to find Roma NGOs with adequate technical experience. Service Providers should be the best available institutions and individuals that can shepherd project owners/applicants for project generation support towards Roma Inclusion targets under EU Funds.

Selected National Partners, as well as Service Providers, must have a proven commitment to OSI values, knowledge of good practices of Roma Inclusion, and explicit commitment to build Roma capacity by hiring and training Roma consultants with relevant knowledge, skills and track record. It is expected that applicants set clear and realistic targets in terms of number of Roma professional hired and trained in during the project period.

Selected National Partners will empower Roma communities by strengthening Roma participation at all levels in efforts aimed at generating and designing projects, which work for Roma Inclusion. Such assistance will strengthen the long-term capacity of Roma institutions and individuals to be effective advocates for Roma interests in regard to EU Funds.

2F: The Process

The OSI Project Generation Facility will operate in a seven-step process:

1. Communication and promotion of the PGF towards national governments and Beneficiaries, including inclusion-driven services for Beneficiaries and other potential partners.
2. Generation of specific project ideas, potential other services to Beneficiaries.
3. Selection of projects for further PGF support.
4. Supporting beneficiaries of PGF with defining ToRs for project development related assistance including the development of adequate level of partnerships, technical assistance to develop budget and project design, final editing, and formatting of proposals.
5. Monitoring the process of project development assistance.
6. Monitoring and assistance concerning project implementation (operating a helpdesk, green number, or regular open hours).
7. Systematic data collection of challenges and barriers produced from administrative, financial or other kind of regulations that affects the process of application and implementation of EU funded project.

2F/1: Communication and promotion of the PGF

This stage involves proactive communication with potential Beneficiaries (primarily local governments and NGOs) to elicit interest in the EU Funds as an instrument of assisting Roma Inclusions. National Partners will be responsible to develop a strategy for communication of the PGF within their own as well with neighbouring countries. The National Partners will actively seek

opportunities to cooperate with relevant governmental initiatives and will use existing governmental infrastructure to promote EU Fund-supported schemes towards beneficiaries.

2F/2: Generation of specific project ideas and selection of projects for further OSI support

This stage involves work by the National Partners with the potential Beneficiary on a specific project idea and advice on further steps. The output of this stage will be a brief project outline (2-3 pages), in which the National Partner assesses the project from the point of view of OSI values and strategy.

2F/3: Selection of projects for further PGF support

After selecting Beneficiaries based on the project outline, the National Partner will issue a Terms of Reference. The ToR will state conditions under which the National Partner will finance further work on the project application to be done by the potential Beneficiary and the Service Provider. This process should be seen as an element of support for comprehensive strategies to improve the livelihood of Roma communities.

National Partners may also use OSI funding to support preparation of Roma policy strategies by municipalities/regional associations of municipalities. In other words, National Partners could directly assist with and/or provide small grants for preparation of strategies unrelated to any specific calls for proposals for EU Funds. This approach would be particularly effective if formally tied to government decision-making processes on the distribution of EU Funds, i.e., if projects based on such strategies have guaranteed funding or at least preferential access. If applicants wish to make use of this option, they should indicate it in the proposal.

2F/4: Design of the project application

During the fourth stage, the Beneficiary and the Service Provider select the EU funded program which matches the needs defined in the project idea. They then develop the project idea into a full-blown project application aimed at specific call for proposals.

During this stage National Partners, Service Providers and Beneficiaries will sign a contract based on the ToRs and the funding for project design support.

The process of project application preparation should be overseen by the National Partner to ensure that the output (project application) and the process of its preparation conform to OSI values. In particular, this would require:

- physical presence of a representative from the National Partner at a meeting between the Beneficiary, the Service Provider and the local Roma community discussing the project idea; and
- validation of the final project application as conforming with OSI values and strategy

In cases where an individually applying National Partner or the Lead Organization would act as Service Providers, stages 3 and 4 would be rolled into one.

2F/5: Monitoring of assisted projects

National Partners will monitor assisted projects throughout the application process for EU Funds.

2F/6: Monitoring and assistance concerning project implementation

It is anticipated that Beneficiaries will face a variety of implementation challenges (financial, organizational, managerial, etc.). Keeping local coalitions established for inclusive planning may

produce crises or just generate unexpected hurdles in maintaining stable partnerships between Roma organizations and their local municipal and other partners.

In order to reduce the risk of implementation failures, Beneficiaries of PGF may request further assistance, which is foreseen to be limited in scope. National Partners may choose either to establish a helpdesk service or organize regular open days for their beneficiaries already in the project implementation phase, supported by qualified professional staff.

Also, National Partners are expected to collect information on the main clusters of implementation problems as part of their regular reporting. This synthesis of local knowledge, transferred by National Partners to OSI will be used by the management of the “Making the Most of EU Funds for Roma” Initiative to prepare further strategy on targeted capacity building actions, such as training, coaching, and advocacy towards domestic structural fund machinery.

In addition to this limited assistance understood to be part of the regular services of National Partners, more advanced and tailored assistance could also be provided outside the scope of this call and OSI financing. Should the project be successful (funded by the EU Funds), the role of Service Providers could be extended into the management of project implementation, as the management costs and costs of any other services are eligible expenditure under EU Funds. **Such partnerships are encouraged, and applicants should indicate whether and how they intend to motivate Beneficiaries and Service Providers in this direction.**

2G: Quality Control

The principal objective of the PGF is to generate the largest possible number of projects that will be funded from the EU Funds and will contribute to the Roma Inclusion. Therefore, the number and size of the approved projects as well the number of Roma beneficiaries is seen as the key outcome of the PGF.

Therefore, a significant factor in the selection of organizations to perform National Partner functions will be their targets and commitments in terms of the number of projects and amount of funding not only written and submitted, but also approved for implementation by the relevant Managing Authorities.

There are two instruments OSI will utilize to ensure that the beneficiaries get value for the funding provided to National Partners.

First, as a part of the on-going monitoring, OSI reserves the right to request modifications and, if needed, to cancel the cooperation at any time if the pace and quality of work will not be proportionate to achievement of the targets within the given period, as set forth in the applicant’s proposal.

However, due to the lengthy approval cycle, it is quite possible that many results will be known only in the second year of the PGF’s functioning, perhaps even close to the end. Therefore, on-going monitoring on its own might not be sufficient.

Second, success in keeping the commitments will be an important part of the financial formula for the PGF. Costs related to activities substandard in their quality and not meeting the targets set by the applicant for reasons attributable to itself may be deemed unallowable, and in such cases will not be reimbursed.

It is expected that, in the proposed methodology, the PGF applicants will:

- set clear and realistic targets in terms of number and size of approved projects as well as funds to be generated for Roma Inclusion; and

- explain what kind of internal mechanisms/contracts would be utilized to manage the risk of project approval failure.

SECTION 3: APPLICATION FORMS

Applicants must complete each form of the application package. Proposals will be evaluated solely on these forms; additional materials enclosed with the forms will not be evaluated.

FORM A: Proposal Submission Form
FORM B: Organization and Experience
FORM C: Applicant's Financial and Personnel Information
FORM D: Equal Opportunity Statistics
FORM E: Suggestions on the Local Adaptation of the Terms of Reference
FORM F: Description of the Approach, Methodology and Work Plan
FORM G: Budget
FORM H: Logical Framework matrix
FORM I: Team Composition and Task Assignments
FORM J: Organizational Chart of the National Partner
FORM K: Curriculum Vitae (CV) for Proposed Professional Staff
FORM L: Declarations
FORM M: Consortium Agreement Template (*only for consortia*)
FORM N: Application Checklist

Compulsory attachments:

- A copy of the founding document (charter, articles of association, etc.) of the individually applying National Partner or Lead Organization and its amendments, if any
- Certification of existence, registration number and legal status of all applying organizations (individually applying, Lead and Implementing), issued within 30 days preceding submission
- A copy of financial report of all applying organizations (individually applying, Lead and Implementing)(including sources of funding and expenditures) of the previous calendar year as approved by the Board of the Applicant.

All attachments originally composed in a language other than English must be accompanied by an official English translation, otherwise the application shall not be considered for evaluation.

Forms and attachments shall be submitted electronically, but applicants must stand ready to submit any and all submitted documents in hardcopies via mail without delay if instructed to do so.

Note: *Comments in brackets [] provide guidance to the applicants; they should not appear in the Proposals to be submitted.*

OPEN SOCIETY INSTITUTE

CALL FOR PROPOSALS

Call for National Partners of the OSI Project Generation Facility

Program Name: “Making the Most of EU Funds for Roma”

Countries: Serbia and Macedonia

PROPOSAL COVER PAGE

Name of applicant:	
Title of proposal:	
Target country:	<i>[specify country that will benefit from proposal]</i>
Total eligible cost of the implementation of proposed activities for target country:	<i>[specify country that will benefit from proposal]</i>
<i>[EUR]</i>	<i>[EUR/National currency]</i>
Total duration of project:	<i>[months]</i>

Application N°.	
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(For OSI use only, do not fill in!)

FORM A: PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sir or Madam:

We, the undersigned, are hereby submitting our Proposal in accordance with your Call for Proposals "National Partners of the OSI Project Generation Facility" dated [Insert Date].

We are submitting our Proposal in association with the following entities as project partners: [Insert a list with full name and address of all associated Organizations]¹

We hereby declare that all the information and statements made in this Proposal are true and accept that any misrepresentations contained in it may lead to our disqualification.

We understand that the Open Society Institute is not bound to accept any Proposals it receives.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Organization: _____

Address: _____

1 [Delete paragraph in case organization applies individually]

FORM B: ORGANIZATION AND EXPERIENCE

B1: Basic Data: Organizational Information

Contact details for Individual Applicant (Lead Organization)	
Name of applicant: Name, legal status, registration number	
Postal address:	
Telephone number: Country code + city code + number	
Fax number: Country code + city code + number	
Contact person for this proposal:	
Contact person's email address :	
Role performed in the consortium: <i>[if applicable]</i>	

Any changes in the addresses, phone numbers, fax numbers, and, in particular, e-mail, must be notified in writing to OSI. OSI shall not be held accountable for seeking out the new contact information if such a change is not properly communicated, or for contacting Implementing Organizations in place of the Lead Organization. Consequences of OSI's inability to contact it shall be borne solely by the applicant.

Contact details for Implementing Organizations [*delete if not applicable*]

Implementing Organization 1: Name, legal status, registration N°.	
Role performed in the consortium:	
Contact person:	
Telephone number: Country code + city code + number	
Contact person's email address:	

Implementing Organization 2: Name, legal status, registration N°	
Role performed in the consortium	
Contact Person at Organization:	
Telephone number: Country code + city code + number	
Contact person's email address:	

Implementing Organization 3: Name, legal status, registration N°	
Role performed in the consortium	
Contact Person:	
Telephone number: Country code + city code + number	
Contact person's email address:	

B2: Description of Applicant

[Provide here a brief (two-page) description of the background and organizational structure of the individual Applicant/Lead Organization and each Implementing Organization, if any.]

B3: Experience with Similar Actions

*[Using the format below, provide information on each major assignment for which the individual applicant/Lead Organization and/or the Implementing Organizations were legally contracted over the past seven (7) years. Refer to activities similar to those described in this Call. Such past assignments may be consultancy services, advocacy, and/or research projects/grants or any other activities relevant to the call. This information will be used to assess whether the applicant(s) possess(es) sufficient experience in managing actions, which relate to the Call, and which have been comparable scale as those stipulated in the Call. **Maximum 20 pages.**]*

Name of Organization associated with assignment Role in current application (“Lead” or “Implementing”)	Approx. total value of the project to which the assignment was related (<i>in current EUR</i>):
Project name:	Approx. monetary value of work performed by Organization under the assignment (<i>in current EUR</i>):
Country of activities:	Start date (<i>month/year</i>):
Location within country (<i>if relevant</i>):	Completion date (<i>month/year</i>):
Name of Client/Donor:	N^o of professional staff-months provided by Organization:
Client/Donor Address and contact information:	Name of senior professional staff of Organization involved and functions performed:
Narrative description of Project (<i>may be continued on separate page</i>):	
Description of actual services/work performed by your staff within the assignment (<i>may be continued on separate page</i>):	

FORM C: FINANCIAL AND PERSONNEL INFORMATION OF APPLICANT

[Please complete one form for each organization in case of consortium.]

Organization name: _____

Role: Individually-applying organization
 Lead Organization Implementing Organization

C1: Financial data

[Please provide the following information, if applicable, on the basis of the profit and loss account and balance sheet of each Organization]

Year	Turnover or equivalent	Net earnings or equivalent	Total balance sheet or budget	Shareholders' equity or equivalent	Medium and long-term debt	Short-term debt (< 1 year)
N						
N-1						
N-2						

C2: Financing Source(s)

(Please tick the source(s) of the revenues of the Organization and specify the additional information requested)

Year	Source	Percentage (total for given year must equal to 100%)
N	<input type="checkbox"/> EU Commission	
N	<input type="checkbox"/> Member States Public Bodies	
N	<input type="checkbox"/> Third Countries Public Bodies	
N	<input type="checkbox"/> United Nations	
N	<input type="checkbox"/> Other International Organization(s)	
N	<input type="checkbox"/> Private Sector	
N	<input type="checkbox"/> Membership fees	
N	<input type="checkbox"/> Other (please specify):	
N	Total	100%
N - 1	<input type="checkbox"/> EU Commission	
N - 1	<input type="checkbox"/> Member States Public Bodies	
N - 1	<input type="checkbox"/> Third Countries Public Bodies	
N - 1	<input type="checkbox"/> United Nations	
N - 1	<input type="checkbox"/> Other International Organization(s)	
N - 1	<input type="checkbox"/> Private Sector	
N - 1	<input type="checkbox"/> Membership fees	
N - 1	<input type="checkbox"/> Other (please specify):	
N - 1	Total	100%
N	<input type="checkbox"/> EU Commission	
N	<input type="checkbox"/> Member States Public Bodies	
N	<input type="checkbox"/> Third Countries Public Bodies	
N	<input type="checkbox"/> United Nations	

N	<input type="checkbox"/> Other International Organization(s)	
N	<input type="checkbox"/> Private Sector	
N	<input type="checkbox"/> Membership fees	
N	<input type="checkbox"/> Other (please specify):	
N – 1	Total	100%

Where the budget proposal requested exceeds EUR 100 000, please provide the external audit report, if available, established by an approved auditor for the last financial year available. This obligation does not apply to international organizations and public bodies:

Year	Name of approved auditor	Period of validity
N		[from dd/mm/yyyy to dd/mm/yyyy]
N – 1		[from dd/mm/yyyy to dd/mm/yyyy]
N – 2		[from dd/mm/yyyy to dd/mm/yyyy]

C3: Number of Staff (full-time equivalent)

[please tick one option for each type of staff]

Paid	Unpaid
<input type="checkbox"/> < 10	<input type="checkbox"/> < 10
<input type="checkbox"/> > 10 and < 50	<input type="checkbox"/> > 10 and < 50
<input type="checkbox"/> > 50 and < 100	<input type="checkbox"/> > 50 and < 100
<input type="checkbox"/> > 100	<input type="checkbox"/> > 100
<input type="checkbox"/> N/A	<input type="checkbox"/> N/A

C4: Management Board/Committee of the Organization

Name	Profession	Function	Nationality	On the board since [month, year]	Appointment valid until [month, year]
Mr/Ms					
Mr/Ms					
Mr/Ms					

FORM D: EQUAL OPPORTUNITY STATISTICS

[Please complete one form for each organization in case of consortium.]

Organization name: _____

Role: Individually-applying organization
 Lead Organization Implementing Organization

To demonstrate diversity of workforce for each member of the consortium (gender, ethnicity, age, mental and physical disability, family status, etc, please fill in the following information:

	Total No. employees	Female	Age < 30 yrs.	Age > 45 yrs.	Head of a single parent household	Primary caretaker of children < 5yrs.	Primary caretaker > 3 children	Belonging to Roma ethnicity ²	Disability (mental, physical)	Extended (>1 yr.) unemployment	Less than 12 yrs. of education
Executive											
Management											
Administrative											
Total											

Note: *Only fill columns containing information already recorded by the organization in a manner and for purposes allowed by local legal regulations.*

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this table correctly describe the presence of equal opportunity target groups in my organization. I understand that any wilful misstatement described herein may lead to the invalidation of the application of my organization, or termination of the PGF National Partner grant contract, if awarded.

_____ Date: _____
[Signature of authorized representative of the organization] Day/Month/Year

Full name of authorized representative: _____

² Based on voluntary self-identification of staff

FORM E: SUGGESTIONS ON LOCAL ADAPTATION OF TERMS OF REFERENCE

[To improve the effectiveness of the PGF, please present and justify any comments and suggestions regarding the adaptation of the Terms of Reference to local circumstances in which the project will be implemented. These might include: deleting some activity you consider unnecessary, or adding another, or proposing the phasing of the activities. Such suggestions should be concise and to the point, and incorporated in your Proposal in addition to being indicated here.]

FORM F: DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[Technical approach, methodology and work plan are key components of the Proposal. You are suggested to present your proposal (maximum 30 pages, inclusive of charts and diagrams) divided into the following four chapters:

- a) Expected outputs and Impacts*
- b) Technical Approach and Methodology*
- c) Work Plan and Narrative Budget*
- d) Organization and Staffing*
- e) Sustainability of project generation services*

To ensure optimal evaluation, it is recommended that you highlight the aspects listed under the evaluation criteria on pages 7 and 8 in your description.

a) Expected Outputs and Impacts

- Explain key outputs of activities and connect them to the main goals of the Decade of Roma Inclusion. Indicators should be realistic, concrete and measurable.*
- Explain the sources of data and methods to collect and generate output indicators. Output indicators should provide clear evidence of the impact of project generation including among others the number of assisted projects submitted, the number of assisted projects awarded by EU support, the ratio between the investment and the generated funds etc.; and*
- Provide indicators, which provide evidence of the impact of the interventions on key targets of Roma Inclusion such as de-segregation, anti-discrimination and Roma participation and capacity building of Roma Human Resources.*

b) Technical Approach and Methodology.

- explain your understanding of the objectives of the PGF intervention, approach to the services provided to beneficiaries, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output;*
- describe the methods to select beneficiaries of the PGF services and external Service Providers, if you intend to use them;*
- highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them, and describe specific measures undertaken to ensure adequacy and quality of project assistance;*
- explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach;*
- describe the complementarities of your proposed projects with other infrastructures such as technical assistance and project generation financed by national governments and other organizations;*
- provide an initial risk analysis and eventual contingency plans. This should include at minimum a list of risks associated for each action proposed accompanied by the relevant mitigation measures; an ideal risk analysis would include a range of risk types;*
- give the main preconditions and assumptions during and after the implementation phase; and*

- *explain how sustainability will be secured after completion of the project. This can include aspects of necessary and eligible follow-up activities, built-in strategies, ownership etc., if any.*

c) Work Plan and Narrative Budget.

- *propose the main activities of the assignment, their content and duration, phasing and interrelations and milestones. The proposed work plan should be consistent with the technical approach, methodology, and funding request, demonstrating an understanding of the ToR and the ability to translate them into a feasible working plan; and*
- *include a narrative explanation of the budget submitted as Form G.*

d) Organization and Staffing.

- *refer to the organizational chart on Form J and describe the nature of partnership between members of the consortium. Added value of each members of the consortium should be clearly stated;*
- *propose the structure and composition of your team. You should list the main areas of the proposal, the key expert responsible, and proposed technical and support staff; and*
- *explain the composition of your expert pool and its connections with the methodology and the goals set by PGF. Make sure you include a part on your Roma staff or plans to help capacitating Roma human resources within your organisation*

e) Sustainability of Project Generation Services

- *propose a clear strategy for making project generation service sustainable*
- *propose the institutional arrangements for sustaining pgf services after the termination of the agreement with OSI*
- *propose a sustainable funding scheme*
- *define tasks related to guarantee sustainability of the PGF services]*

FORM G: BUDGET

[Applicants should fill in the budget form in excel format and include a narrative explanation on Form F, in section c). The budget should indicate the allocation of funding among partners and it has to be in line with the division of labour described in the consortium agreement as well as with the methodology.]

OSI is willing to cover all direct costs related to the implementation of the project generation facility. Applicants are encouraged to provide a clear justification of all direct costs in the budget narrative. OSI will accept a modest overhead up to seven (7) percent of the total amount of direct costs.

Applicants may budget for operating a help desk for beneficiaries or organize regular open days in order to monitor the implementation of projects for which EU funding was awarded. However, costs related to management coaching and project implementation support are not eligible under this Call.

Applicants may include the costs of a minimum level of monitoring and follow-up activity, as described in the TOR.]

FORM H: LOGICAL FRAMEWORK MATRIX

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	External Factors (Assumptions)
Development Objective			
Immediate Objective			
Outputs (Results) 1. 2. 3.			
Activities 1. 2. 3. 4.	Inputs 1.1 1.2 1.3 1.4		

FORM I: TEAM COMPOSITION AND TASK ASSIGNMENTS

Please list all professional staff that will be assigned to the **National Partner** from all applying organizations. Please submit at least 5 CVs including personal in charge for quality control of PGF supported activities at national level. Use additional pages if necessary. As Service Providers outside the National Partner, if any, need not be identified at the time of submitting the application, their personnel does not need to be listed here, either.

Professional Staff				
Position	Task	Name of Staff Member	Organization³	Area of Expertise

³ In case of a consortium, also indicate whether (L)ead or (I)mplementing Organization

FORM J: ORGANIZATIONAL CHART OF THE NATIONAL PARTNER

[Individual applicant or consortium.]

[The organizational chart should include the following information:

- In case of an individually applying National Partner, the chart should depict the organization, indicating the personnel listed on Form I.*
- In case of a consortium, the chart should depict the project-specific roles and relationships between personnel listed on Form I. In the latter case, a person's information besides name and position should also include the employing organization and the role of the organization (Lead or Implementing).*
- In all cases, please also mark on the organizational chart those staff members whose CVs you are attaching as Form K. (no more than 5).]*

FORM K: CURRICULUM VITAE (CV) FOR KEY PERSONNEL

[Please note that the evaluation will consider a maximum of 5 CVs.]

All personal data submitted as part of the application shall be handled strictly confidential

Management capacity for applicants shall be evaluated based on the CVs of Key Personnel. To make this possible, please submit Europass CVs (<http://europass.cedefop.europa.eu/>) for no more than five (5) staff members listed on Form I, whom you deem Key Personnel for the project. Please augment the standard EuroPass CV form with the following information and the below certification signed by the staff member.]

- 1. Proposed Position at the National Partner (as on Form I):** _____
- 2. Name and role (Lead or Implementing) of Organization** *[Insert name of Organization employing the staff member]:*

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to the invalidation of the application of my organization, or termination of the PGF National Partner grant contract, if awarded.

[Signature of staff member] Date: _____
Day/Month/Year

FORM L: DECLARATION BY THE APPLICANT FOR THE PROPOSAL

The applicant (construed herein to mean either the individually applying national partner or collectively the entirety of an applying National Partner forming a consortium consisting of a Lead Organization and Implementing Organizations) represented by the undersigned, being the authorized signatory of the individually applying National Partner / Lead Organization, hereby declares that:

- The applicant has the professional competence and qualifications specified in its proposal;
- The applicant undertakes to comply with the obligations foreseen in the partnership statement of the grant application form and with the principles of good partnership practice;
- The individually applying National Partner / Lead Organization is directly responsible for the preparation, management and implementation of the action with the Implementing Organizations, if any, and is not acting as an intermediary;
- The applicant is not in any of the situations excluding it from participating in contracts, which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EC external actions (available from the following Internet address: http://ec.europa.eu/europeaid/work/procedures/index_en.htm). Furthermore, the applicant recognizes and accepts that if it participates in spite of being in any of these situations, then its grant, if awarded, can be terminated on these grounds and/or it may be excluded from consideration for funding from OSI and members of the Soros Foundations Network in the future;
- If selected, the applicant is in a position to deliver immediately, upon request, the hardcopies of application documents stipulated in the introduction of Section 2;
- The applicant is eligible in accordance with the criteria set out in the “Eligibility and Terminology” section on page 2 of the Call; and
- The applicant is aware that, for the purposes of safeguarding the financial interests of OSI, their personal data may be transferred to its internal audit services.

Signed, on behalf of the applicant:

Name	
Signature	
Position	
Date	

FORM N: CHECKLIST

The purpose of this form is to assist the applicant in checking whether you have included all necessary documents in your application. Please submit the completed checklist with your application.

Attached (check)	Number of documents	Document
		FORM A: Proposal Submission Form
		FORM B: Applicant's Organization and Experience
		FORM C: Applicants financial and personnel information <i>One for each organization</i>
		FORM D: Equal Opportunity Statistics <i>One for each organization</i>
		FORM E: Suggestions on the Local Adaption of the Terms of Reference
		FORM F: Description of the Approach, Methodology and Work Plan for Performing the Assignment
		FORM G: Budget
		FORM H: Logical Framework matrix
		FORM I: Team Composition and Task Assignments
		FORM J: Organizational Chart of the Consortium
		FORM K: Curriculum Vitae (CV) for Key Personnel <i>No more than five</i>
		FORM L: Declarations
		FORM M: Signed Consortium Agreement <i>For Consortia only</i>
		A copy of the founding document (charter, articles of association, etc.) of the Applicant and its amendments, if any <i>For the individually applying National Partner or Lead Organization only</i>
		Official certification of existence, registration number and legal status of the applicant, issued within 30 days preceding submission <i>One for each organization, with English translation</i>
		A copy of financial report including (sources of funding and expenditures) of the previous calendar year as approved by the Board of the Applicant. <i>One for each organization, with English translation</i>

In case any documents are missing or incomplete, your application may be eliminated without evaluation.